

## Editorial

Dear reader,

I am pleased to present issue 3, 2024, of JEEMS.

Once again you will find a collection of articles dealing with various aspects of management in Central and Eastern Europe (CEE), namely in seven different countries of the region. This is further proof of the great diversity and complexity of management in CEE and of JEEMS' distinctive dedication to capturing, analyzing and reflecting on this variety.

The first article, authored by *Bogdan Anastasiei, Angelica-Nicoleta Neculăesei, and Alina Măriuca Ionescu*, deals with organizational commitment, job satisfaction, and word-of-mouth in Romanian companies. They found that the former variables have a direct affect influence on employees' positive word-of-mouth in electronic media. Further, the perceived reputation of the company acts as a strong moderator. Finally, the authors discuss the important implications of their findings for human resource management (HRM) and communication policies.

The second article, by *Esra Atilla-Bal and Belgin Okay-Somerville*, examines the perception gap between young people's and employers' perceptions of soft skills (as operationalized in transferable skills, personal attributes and work-related values), in Turkey. The authors demonstrate that these ascriptions differ considerably between young people and employers, thus highlighting the challenges the new generation of the work force represents to companies' HRM, particularly in terms of recruiting and personnel placement.

In the third article, *Irena Mladenova* deals with organizational capacity for change (OCC) and its relationship with adaptability and organizational performance in the Bulgarian context. The author's exploratory factor analysis, based on a sample of more than 200 companies, extracted six OCC factors: transformational leadership, valence, organizational flexibility, previous experience with change, climate, and goals for improvement. The study findings stress the need for organizations to focus on transformational leadership, change process factors, organizational context factors, and climate to build capacity for implementing and sustaining multiple changes.

The fourth article, authored by *Ana Kićanović, Miloš Jevtić, and Milica Maričić*, provides insights into the daunting task facing leaders to achieve organizational effectiveness in the changing and demanding business environment in Serbia. The responses from 277 participants were analyzed using Structural Equation Modelling (SEM). The applied framework provides valuable insights into the influences of different leadership roles. Moreover, the authors found evidence of the influence of complex leadership on companies' outcomes.

In the fifth article of this issue, *Ihar Sahakiants, Maria Aluchna, and Bogumil Kamiński* focus on non-financial reporting activities in Poland and Germany as a major international trend in the field of accounting. In particular, they investigate whether (and to what extent) the related strategies are not only determined by variables at the organization level but are also country-specific. Based on the results of a panel analysis, the authors show that companies pursue different strategies for façade-building. These strategies, they argue, reflect the (different) experiences with non-financial reporting predominant in different institutional environments.

Non-profit sports clubs are the focus of the sixth article by *Igor Ivaskovic*. In particular, the author describes the production process and the specific social context of Basketball clubs in Slovenia and identifies three key strategic dilemmas that influence the economic sustainability of sports clubs. He then describes five typical strategic orientations revealing and shows that a stronger involvement of private sponsors in the club strategy is usually associated with higher annual budgets. Finally, the article proposes a new classification of sport clubs' strategies and explains why and how they have retained their status as non-profit organizations.

Finally, the seventh article by *Mariya Bobina and Mikhail Grachev* is dedicated to the complex process of digitalization of HRM in Russia. This study is based on the analysis of government and corporate documents, reviews of scholarly publications, archival sources, media reports, and informal discussions with managers. In sum, it describes a variety of successful digital innovations in the areas of selection and recruitment, training and development, work organization, and in the integration of HRM into enterprise-wide information systems, thus underlining the important role of those new technologies for HRM.

I hope you will enjoy reading this issue!

*Thomas Steger*  
*Editor-in-chief*

In the latest **2023 Journal Citation Report** (Clarivate 2024) JEEMS received an impact factor of **0.5** (5-year impact factor: 0,6). Although both figures show a slight decrease compared to the previous year, the Editorial Committee still considers the outcomes as a sign for JEEMS' continuous development. We wish to thank all authors, reviewers and friends of our journal who have contributed to this success and hope we can also count on you in the future!